Nova Scotia Community College
Annual Report 1999-2000

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BoardofGovernors

When the provincial legislature accorded self-governance to NSCC in 1996, it did so through the enactment of the newly established *Nova Scotia Community Colleges Act*. It is this *Act* that grants the Board of Governors its mandate to provide leadership and direction to our College. It is also this *Act* that entrenches the economic development mandate of the College making NSCC unique among other community colleges in the country.

The Board of Governors believe there is an inextricable link between our College and the economic and social development of our province and we are committed to fulfill our mandate to enhance the economic and social well-being of Nova Scotia by meeting the training requirements of our population and our labour market. If our effectiveness as a College is to be gauged by our ability to meet these needs, then 1999-2000 has surely been a year of unprecedented success.

Without a doubt, the past year has been most noteworthy for the initial implementation stages of our first-ever Strategic Plan. As the contents of this report clearly illustrate, we made significant progress in all eight of the strategic directions outlined in the Plan. We developed new programs and partnerships – some of which are gaining international recognition. We enhanced our reputation as an educational leader in the emerging knowledge-based economy, and we connected with communities by making community development an integral part of our programming. Perhaps most importantly though, we increased access to a post-secondary education for an unprecedented number of Nova Scotians.

With this unparalleled enrolment in mind – an 11% increase over the all-time high set in 1998-99 – we approved the College's first comprehensive College Growth Study earlier this year. The results of the study will provide information critical to effective program planning in the years to come and provide us with a roadmap for development of the College.

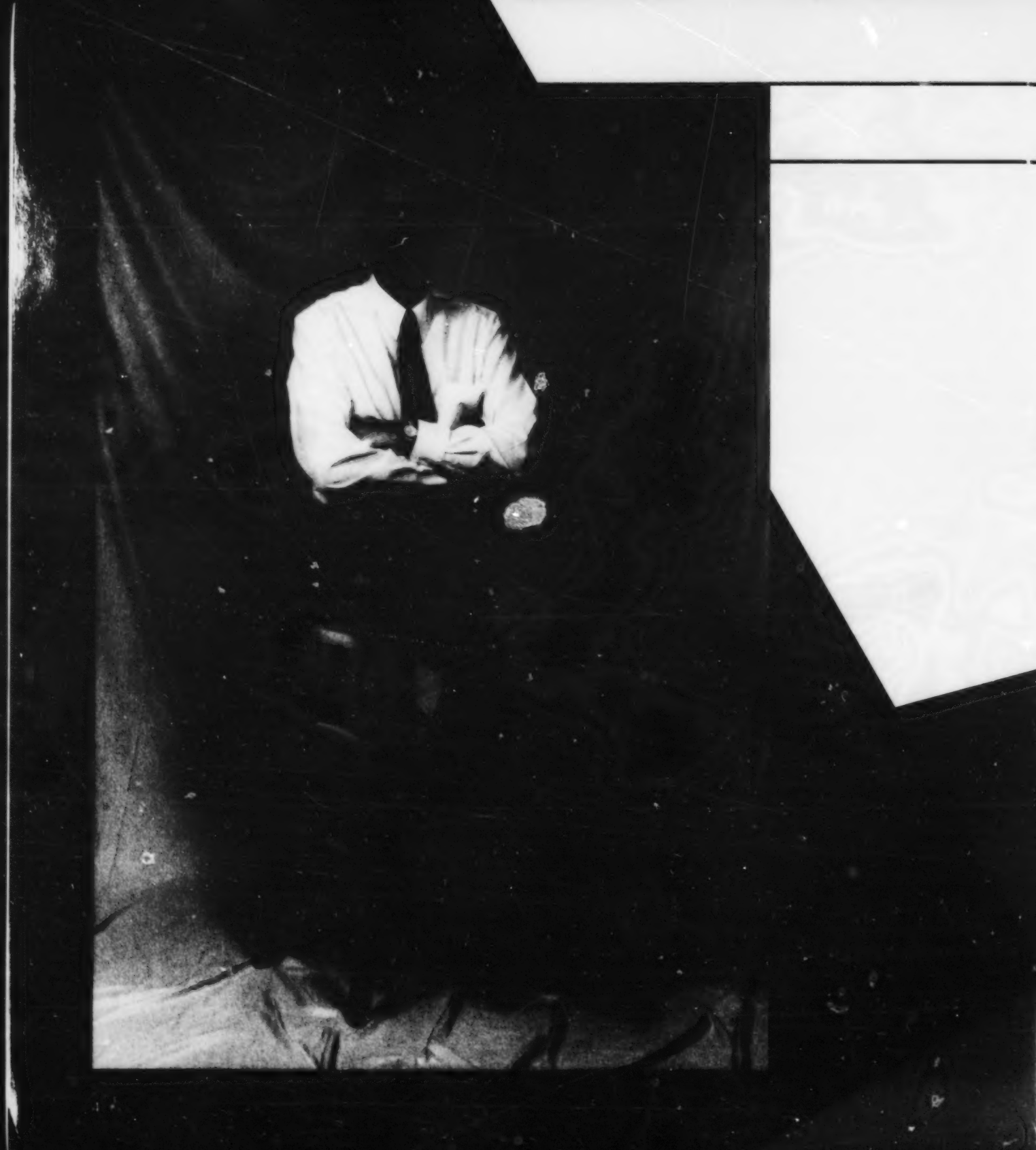
One of the highlights of the year came with the selection and Board approval of our first Honourary Diploma recipients of the new millennium. Twelve eminent Nova Scotians were granted Honourary Diplomas at NSCC June 2000 convocations. The recipients were chosen for both the values they embody and the contributions they have made to the College.

After almost a year of exhaustive research, we were especially pleased to approve the selection of an implementation partner for the highly anticipated upgrade of the College's Management Information Systems. The upgrade will increase the overall efficiency of our operations and markedly improve the delivery of student services.

On an internal level, the development of the Board of Governors was enhanced in 1999-2000 by completing the staffing of three major standing committees: the Programs Committee, Finance and Audit Committee, and the Services Committee.

Thanks to the combined efforts of our Board, faculty, staff and students, the past year has been one of the most exhilarating in the relatively brief history of our College. I look forward to celebrating even more accomplishments with you in the coming year as we move forward in our mission of "building Nova Scotia's economy and quality of life through education and innovation".

Carol Snider
Chair, Board of Governors



President's Message

The completion of an academic year is an opportune time to look back on our accomplishments and look forward to the exciting new challenges that inevitably lie ahead. Reflecting upon our achievements over the past academic year, I was struck by the extent to which we have made major strides toward shaping and defining the future direction of our College. It is indeed fitting that we begin a new era in our College's development just as we have crossed the rare chronological milestone of a new millennium.

The past year marked the beginning of the implementation process for NSCC's first-ever strategic plan. When we began the strategic planning process, our College community was adamant that we would not produce a report that would gather dust on a shelf. We were committed to producing a document that was bold and innovative, yet actionable, and I am pleased to report that we fulfilled that commitment. We are still in the very early stages of the plan's execution but, as you will see in the pages that follow, we have moved aggressively on a number of key initiatives.

These new strategic directions required that we make significant changes in our organizational structure. Our commitment to program quality, student success and portfolio education resulted in the creation of our Academic Schools. Similarly, we responded to our strategic objectives and focused on working with employers by establishing a Partnerships and Innovation division. We also built on our national reputation in professional development by broadening the scope of activities through an Office of Organizational Learning.

I am also pleased to report that we were able to initiate our organizational reform agenda while remaining very effective in our ongoing operations. In fact, there have been many outstanding achievements that stand as a testament to the hard work and commitment of our faculty and staff. Perhaps most significant was our 11% growth resulting in the largest enrolment in the history of NSCC. We also enjoyed strong support from the Government of Nova Scotia through a 5% increase in our operating appropriation. This investment enabled the College to mount important new programs, expand our partnerships with the public school system and begin implementation of our growth strategy. As a publicly funded college, we are proud of our ability to make this progress while simultaneously effecting operational efficiencies and achieving a balanced budget.

In 1999-2000, NSCC demonstrated an exceptional ability to succeed in the present while, at the same time, undertaking fundamental change to prepare for the future. As a result, we enter the next phase in our development with confidence and optimism. We are excited about our prospects for the future and we invite you to review this report and catch a bit of the NSCC spirit!

Raymond E. Ivany
President

Strategic Plan

In a fitting accompaniment to the onset of the new millennium, one of the highlights of the past year was undoubtedly the first stage of implementation of our Strategic Plan. Approved by the Board of Governors in May 1999, our first-ever Strategic Plan, "A New College for Nova Scotia," articulated eight strategic directions for NSCC over the next seven years: *Portfolio Education, Defining Quality, Working with Employers, Personal Growth and Organizational Progress, Connecting with Communities, A Distinctive Student Experience, Marketing and Promotion,* and *Growth and Public Accountability.* This year, we began the exciting process of translating these directions into the programming and activities that form our very essence as an organization.

Strategic Direction One: Portfolio Education

The College made significant strides this year in the implementation of Portfolio Education for our students. Portfolio Education entails that we move from focusing solely on the traditional delivery of training to a more expansive range of options that enhance students' abilities to access employment. Students develop a personal portfolio containing examples of their work and other achievements that demonstrates their ability to meet employers' needs.

This year, Cathy MacLean, Principal of NSCC Lunenburg Campus, served as chair of a team that held extensive campus consultations on the viability of existing and potential Portfolio initiatives. Through these consultations, we learned that numerous faculty members currently offer exciting Portfolio Education options to their students; as a result, up to 25% of College programming contains elements of Portfolio Education. We are committed to extending these valuable practices to all of our College programs and, moreover, are confident that we will meet our objective of ensuring that 100% of NSCC programming follows the Portfolio Education Model by the 2001/2002 academic year.

Although we delivered several Portfolio Education programs this year, the Strategic Training and Results (STAR) Project is particularly noteworthy. Launched in August 1999, the STAR Project is an innovative and comprehensive student success program. Offered to all Human Resources Development Canada Skills Development clients enrolled at the College, the Project identifies "at risk" students through the implementation of an early-intervention risk assessment survey. The identification of these at-risk students enables the College to better evaluate our retention and graduate placement initiatives. Response to the STAR Project has been overwhelming, with 950 clients enrolled this year – nearly 50% more than the 650 originally predicted.

The Portfolio Education Model also relies on the creation of additional educational partnerships to expand opportunities for our students. We have thus forged a number of pivotal partnerships with government, regional school boards and private industry. Our Tech Prep and Sempra Atlantic Partnerships are only two of the many exciting strategic alliances that we formed in 1999-2000 as part of our commitment to Portfolio Education.

NSCC FAST FACT: Percentage of students age 18-25: 73.2%

Strategic Direction Two: Defining Quality

Our mission, as articulated in our Strategic Plan, is to build Nova Scotia's economy and quality of life through education and innovation. However, to evaluate our effectiveness in meeting this mission, we must be able to monitor our progress against measurable objectives. It is not enough to say that we are doing well – we must demonstrate it. That means establishing standard measures of quality that illustrate the value we provide to both our College and our province.

In 1999-2000 we began our development of Key Performance Indicators. By instituting a system of Key Performance Indicators, we will be better able to evaluate the effectiveness of our programs and services. Consequently, we will be in a better position to revise and refine them. A standardized system of performance measurement will also enhance our overall public accountability by providing a benchmark against which our progress can be judged. The Key Performance Indicator system will be enhanced by the enhancement of the management information systems at the College.

Strategic Direction Three: Working with Employers

As Nova Scotia's largest public college, we recognize our inherent responsibility to the economic development of our province and its people. We are staunchly committed to supporting this development by graduating students who can meet and exceed the expectations of employers in a rapidly changing job market. By working with employers in small, medium, and large businesses throughout the province to ensure that our programming is both relevant and current, we not only ensure employability of our graduates – we ensure the development of our province's economy as a whole.

In 1999-2000, we cemented a number of key relationships with employers. Our ground-breaking partnership with Sempra Atlantic Gas, announced in March, will produce the qualified and skilled gas technicians who will be critical to the success of Nova Scotia's natural gas industry in coming years. Similarly, our Marconi Campus formed a strategic partnership with Nova Scotia Power to enhance its Power Engineering Program. The partnership offers graduates the opportunity to pursue a higher level of certification through a combination of on-the-job training and theoretical instruction. Upon completion of the ten-month program, graduates are expected to enter the Nova Scotia Power workforce.

To further support the alignment of our programs with the needs of employers, NSCC hired its first Vice President Partnerships and Innovation in 1999-2000. Moreover, in keeping with our commitment to build relationships with employers, we restructured our Extension Services Office to focus on the creation of strategic partnerships. To that end, Extension Services was renamed Partnerships and Innovation to better reflect its mandate.

Strategic Direction Four: Personal Growth and Organizational Progress

At the most fundamental level, our College is a community of individuals – individuals who come together for the benefit of each other and the benefit of us all. To create an environment that nurtures the success of our

community, it is therefore essential that we encourage the kind of personal development that inevitably translates into organizational progress.

This year, we have made some significant investments in the personal development of our students, faculty and staff. In September 1999, more than 900 College staff members convened at Akerley Campus for our first-ever Summit. The dynamic two-day event provided a climate for both personal and professional development as well as for the open exchange of thoughts and ideas among participants. In May 2000, we focused again on staff empowerment when we held our first Leadership by Encouragement workshop. The three-day session, held at the Truro Campus, attracted over 100 College managers.

The Community College Education Diploma Program completed its fourth year of operation. This program, which ensures the College has employees with the right blend of industry and teaching expertise, has graduated 115 employees and has 284 additional employees enrolled currently.

At the student level, representatives from each of our Student Associations came together in Sydney for the College's first Student Association Summit. In addition to serving as a forum for productive, open discussions about student government, the October event fostered a heightened sense of unity among students province-wide.

Strategic Direction Five: Connecting with Communities

As an integral part of the post-secondary landscape throughout the province, we recognize our responsibility to connect with the many communities we serve. This means actively participating in community development and ensuring a consistent two-way flow of open communication between our College and the people of Nova Scotia.

The College made another major community investment this year through its partnership with the Dartmouth YMCA. In September, a modernized and expanded YMCA opened its doors on the Akerley Campus to the benefit of College students and community members alike. The relocation of the YMCA from its former site to a more central location at Akerley Campus has enabled the organization to serve a broader community.

The Nautical Institute at our Strait Area Campus also partnered in 1999-2000 with Human Resources Development Canada and the Guysborough County Regional Development Authority to provide a 15-week training program to area fishers who have been adversely affected by recent downturns in the fishing industry. The program, which combines theoretical instruction with a four-week work experience term, provides out-of-work fishers with the skills and knowledge required for employment in the growing offshore industry.

Strategic Direction Six: A Distinctive Student Experience

The NSCC student experience continues to be truly unique among post-secondary education institutions in Nova Scotia. In 1999-2000, we enhanced our students' experiences by providing even more opportunities for community involvement, personal growth, and exploration of career opportunities in leading-edge industries such as digital animation, call centre management, aquaculture and multimedia courseware design.

The College affirmed its commitment to students in 1999-2000 through a variety of initiatives. These included the establishment of Learning Resource Centres, additional co-operative education options, the Strategic Training And Results (STAR) Project targeting at-risk students, and the new Supporting Student Success course. We also resolved to allocate a significant portion of our 2000-2001 budget to support under represented segments of our student population including women, visible minorities, indigenous peoples and students with special needs.

Strategic Direction Seven: Marketing and Promotion

As we continue to build our reputation as a leader in the delivery of post-secondary education, it stands to reason that we should make every effort to heighten public awareness of the innovative programs and services we offer. In 1999-2000, we made tremendous strides toward creating this awareness through the coordination of various marketing and promotion activities.

In 1998-99, the College developed its first-ever comprehensive marketing plan. This year, using the collective talents of our newly formed College Marketing Committee, we began enacting the plan in earnest. Confident in the knowledge that our students are ultimately our best ambassadors, we encouraged more students to participate in media interviews. This year, NSCC students made appearances on ATV's *Live at Five* and CBC's *Street Cents* in addition to being interviewed on CBC Radio's *Maritime Noon*. In a similar vein, we pursued more media opportunities and speaking engagements for our staff and faculty so they too could represent the College on both the provincial and national stage.

We also continued our highly successful television advertising campaign and garnered significant media coverage during our first-ever College Week in November 1999. The year was perhaps most noteworthy, however, for the launch of our new visual identity. The bold, eye-catching wordmark was integrated into the majority of our communication vehicles and has been instrumental in our positioning as the *new* Nova Scotia Community College.

Strategic Direction Eight: Growth and Public Accountability

As the province's largest public college, we must be both accountable and responsive to the people of Nova Scotia. This means growing in a way that improves our economic competitiveness as a province while meeting the diverse educational needs of individual Nova Scotians. In 1999-2000, we embarked on our first Growth Study to determine potential high-growth areas in which to focus our resources. The year also saw an enrolment increase to 7,388 full-time students – a remarkable 11% increase over 1998-99.

The expansion of our Virtual Campus was also instrumental in creating a bridge between the College and Nova Scotians province-wide. Originally launched in 1998 to provide increased post-secondary education opportunities to apprentices, our Virtual Campus began offering a number of new programs in 1999-2000 including Licensed Practical Nursing. The result has been a significant increase in availability of post-secondary education to those who do not live in proximity to one of our 13 campuses.

Ray Ivany with David Reid, Superintendent, Halifax Regional School Board.

AcademicActivities

Few post-secondary institutions in Canada offer the extraordinary range and diversity of programs that NSCC students enjoy. In 1999-2000, we expanded upon our program offerings in a variety of exciting new ways, some of which are highlighted in the following pages.

Practical Nursing Through the Virtual Campus

In May 2000, the College announced a ground-breaking partnership that will position it as a clear leader in the delivery of relevant distance education programming to Nova Scotians. Through its Virtual Campus, NSCC began offering much needed training for Licensed Practical Nurses (LPNs) to 16 students from Guysborough County. The program, which is the only one of its kind in eastern Canada, combines distance education with practical instruction sessions twice a week at the Enterprise Centre in Canso, Nova Scotia.

The program directly addresses a severe LPN shortage in northeastern Nova Scotia, improving the delivery of healthcare while creating long-term careers in the nursing profession and IT sector. Prior to the development of the Virtual Campus, Guysborough students had no choice but to travel to Port Hawkesbury, Pictou, Sydney or Halifax to take NSCC courses. Now, because of this innovative partnership with the federal government, the town of Canso, and the Nova Scotia Department of Community Services, these students can receive their LPN training without leaving their communities.

Tech Prep

As part of our commitment to Portfolio Education, the College introduced its leading-edge Tech Prep program this year. We are especially pleased to state that we have now signed Articulation Agreements with each of the province's six regional school boards.

Tech Prep is unique in that it provides Nova Scotia students with the opportunity to experience College courses first-hand while completing their high school education. In so doing, they gain valuable exposure to promising career tracks in emerging industry sectors. With the knowledge obtained through this exposure, students are better equipped to make informed decisions about their post-secondary options in technology-related fields.

The Tech Prep program recognizes that Nova Scotia's future economic prosperity will require closer ties between high school and College curriculum. In addition to exposing students to career paths in emerging industry sectors, Tech Prep facilitates the transition from high school to College. Beyond the student level, it heightens the understanding among high school and College educators with respect to the breadth and scope of curriculum each offers.

NSCC FAST FACT: Revenue generated by customized training: $10 million.

Sempra Atlantic Gas Partnership

Based on our recognition of the inextricable link between our programming and the economic prosperity of our province, the College cemented a pivotal partnership with Sempra Atlantic Gas Inc. in March 2000. As the natural gas industry grows dramatically in Nova Scotia, so too will the need for qualified gas technicians. The partnership will go a long way toward ensuring that Nova Scotians are equipped with the critical skills required for employment in this emerging sector.

The partnership announcement coincided with the official opening of the NSCC Gas Technology Training Centre at Akerley Campus. The only gas testing centre in Atlantic Canada, it will train College students in both the construction and operation of the natural gas distribution project.

Sound Technician Program

One of the highlights of 1999-2000 was the introduction of the College's Sound for Music, Video and New Media program, the first and only program in Atlantic Canada to focus exclusively on sound and music production for film and video. Offered at the Shelburne Campus, the 38-week program trains music recording engineers, sound designers and audio post-production professionals for employment in one of Nova Scotia's fastest growing industries.

The program, which was developed with extensive input from industry professionals, will also serve as a vehicle for attracting new business to Nova Scotia by providing an audio recording and post-production infrastructure to our growing film and music industries.

Canadian Foundation for Innovation Funding

NSCC made history in June 2000 with the announcement of its successful bid to secure applied research funding from the Canada Foundation for Innovation's (CFI) inaugural College Research Development Fund. The College will receive $640,000 from the CFI, a matching amount from the Canada/Nova Scotia COOPERATION Agreement on Economic Diversification, and over $700,000 in additional financial and in-kind contributions from the private sector, for a total of $2 million.

The funding will be directed to the Annapolis Valley Campus, Centre for Geographic Sciences, to build the applied research infrastructure required to expand its renowned Geomatics Applied Research Program. The new infrastructure will enable marine geomatics professionals to pursue more sophisticated applied research initiatives in both the coastal zone and offshore areas.

NSCC *FAST FACT:*
Between 1994-99, 40% of programs changed to meet labour market needs.

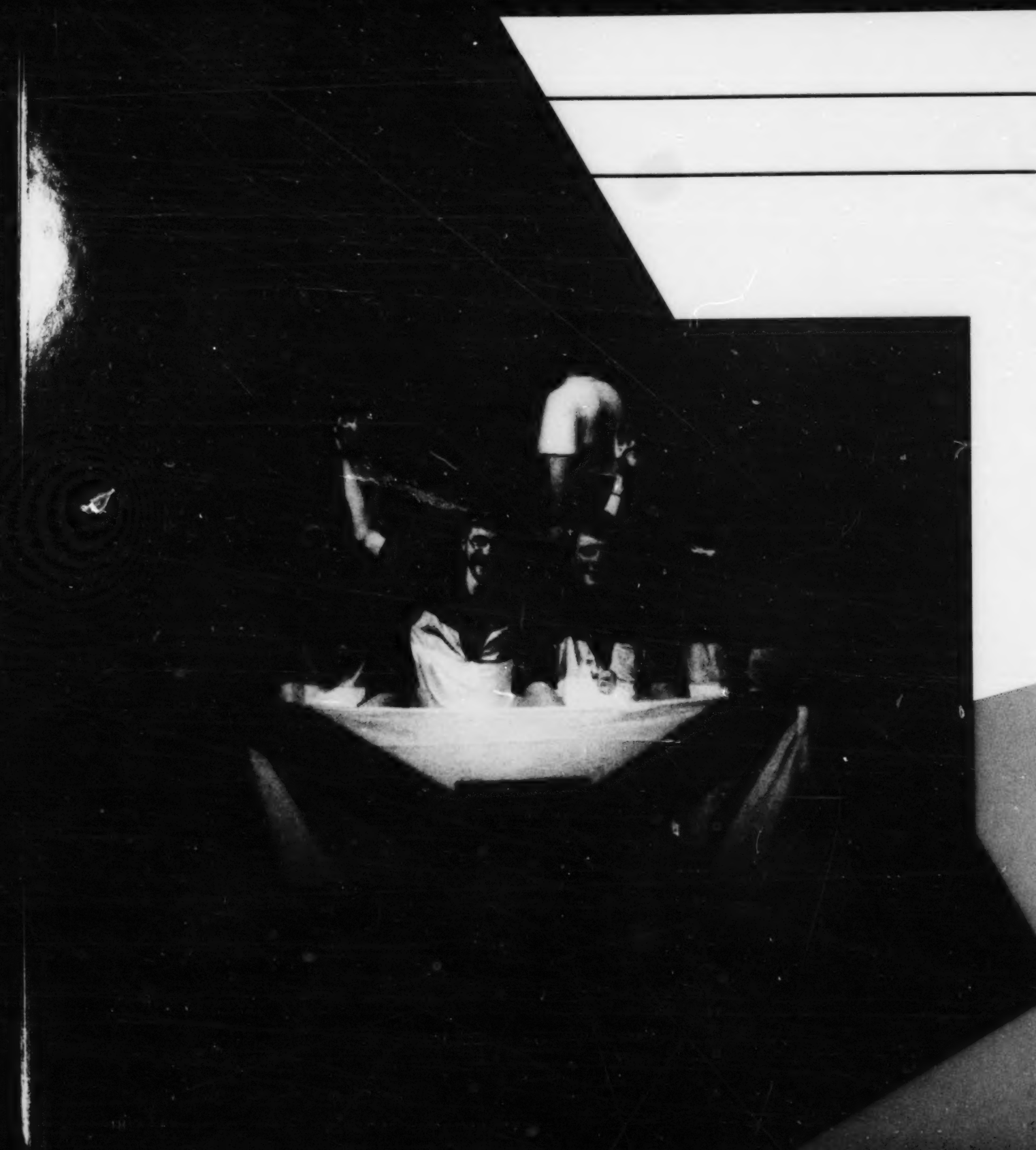
Landscape students on work experience at Herstmonceaux Castle, East Sussex, England.

Unique Student Experiences

In Spring 2000, landscape students at Kingstec Campus enjoyed a particularly noteworthy work experience at Herstmonceaux Castle in England. Led by Landscape faculty member Tim Amos, the students travelled to the 15th century castle in the county of East Sussex for a work term they will not soon forget. Students worked on practical projects including pruning, edging, planting, mowing and bed preparations; however, they also engaged in some less traditional landscaping activities such as moat mending. The trip provided students with the opportunity to gain valuable insight into our landscape heritage while obtaining hands-on work experience in a historic setting.

On an individual level, many NSCC students translated their skills into significant off-campus contributions. These are just a few:

- **Mark Blenkhorn**, second-year Radio and Television Arts student, Kingstec Campus, produced an educational, anti-drunk driving video for the Kentville Police Department. The video, which is entitled "Stopping Distance" will be distributed to schools throughout the Annapolis Valley.
- **Bobbi-Jo Fitt** and **Huck MacInnis**, Marketing students, Pictou Campus, developed a comprehensive marketing plan for the Pictou County Sports Heritage Hall of Fame in fulfillment of their course requirements. The plan, which entails marketing the organization as a tourist attraction, is currently being implemented. Both Ms. Fitt and Mr. MacInnis have received employment offers from the Hall of Fame.
- **Melanie Foote**, a Geographic Information Systems Student, Annapolis Valley Campus, collaborated with the Bridgetown, NS detachment of the RCMP in the development of a GIS program to determine areas that are under-or-over-serviced. The program evaluates data on all crime categories and subsequently produces a grid identifying the regions that most warrant policing or rescue services.
- **Darrell Sampson**, Radio and Television Arts student, Kingstec Campus, was the recipient of a Broadcast Education and Skills Training Scholarship from TSN, Canada's leading specialty network. As part of the scholarship, Mr. Sampson completed a seven-week internship with TSN in Toronto.
- **Dan Stewart**, Sound for Music, Video and New Media student, Shelburne Campus, was selected to travel to Cuba as part of a team filming a documentary on Cuban Sport and Culture.
- **Dan Wile**, student in the Entrepreneurship and Small Business Program, Akerley Campus, applied his management and marketing acumen to the establishment of his own business. Working with his partner, Mr. Wile opened Custom Herbal Treasures, a direct marketing business selling an all-natural line of custom-made personal care products.



StudentSuccess

Major Award Winners

This year, NSCC students served as exceptional ambassadors for our College on the national stage. At the Sixth Canadian Skills Competition, the premier showcase for technical-and-skills-based education in the country, the 17-member Team Nova Scotia achieved its best-ever performance. The following NSCC students were national award winners at the three-day competition, which was held in Quebec City in early June 2000:

- **Chuck Close**, Akerley Campus: Bronze Medal in Cabinet Making
- **Andrew Morash**, Institute of Technology Campus: 2nd Place in Precision Machining CNC
- **Toby Parsons**, Kingstec Campus: Bronze Medal in Electronics
- **Leigh Sabean**, Institute of Technology Campus: Gold Medal in Mechanical CADD

NSCC students took centre stage on both national and international levels in 1999-2000 by earning a number of prestigious awards:

- **Craig Lutz**, **Vaughn MacDonald** and **JoAnna McIntyre**, students at the Centre of Geographic Sciences (COGS), Annapolis Valley Campus, earned National Geomatics Canada Awards in June 2000. Only nine of the awards are granted in all of Canada. Two NSCC (COGS) alumni currently studying at the University of New Brunswick were also among the recipients.
- NSCC students dominated the J.M. Ellis Innovative Map of the Year Contest, taking three top-place awards. **Stephen W. Best**, COGS student, garnered first-place honours, while **Douglas Fast** and **Craig Pitman**, also COGS students, shared the second-place award. The competition is open to all mapmakers across Canada, drawing entrants from academia, public organizations and private industry.
- **Mike Kairstead**, Graphic Design student at the Annapolis Valley Campus, won the highly competitive International Society of Photogrammetry and Remote Sensing Award. Kairstead's winning logo, which incorporated 14 different animation stages, was unveiled at the Society's annual conference in Amsterdam in June 2000.

First-Ever Student Association Summit

In October 1999, NSCC marked yet another milestone with its first-ever Student Association Summit. For two-and-a-half days, 45 student leaders from all 13 Student Associations met at the Coast Guard College in Sydney to discuss a variety of student government-related issues. Attendees participated in workshops and seminars on Conflict Resolution, Financial Management, How to Run Effective Meetings, Fundraising, Marketing, Video Conferencing, and Use of the Student Web Board. The event, which opened dialogue among all student representatives, served as a fitting kick-off to a year of ongoing meetings between Student Services, Central Office and the Associations. By all accounts, it was an unqualified success; not surprisingly, plans are currently underway for a second Student Association Summit in October 2000.

NSCC
Strait Area Education and Recreation Centre
Waycobah First Nation Secondary
ACCENT

Techsploration

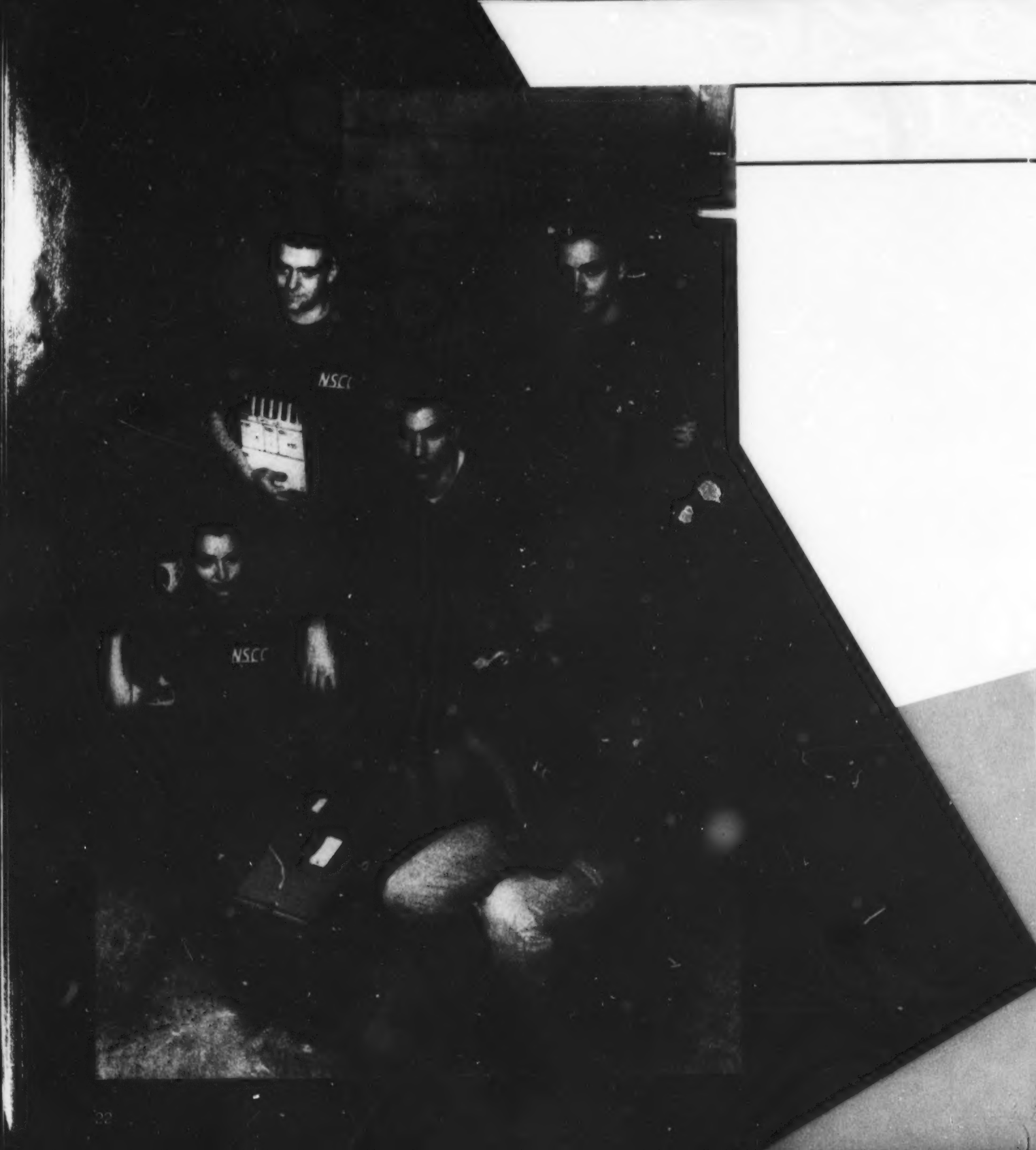
After a successful launch in 1998, our innovative Techsploration Project grew dramatically in 1999-2000. Developed in partnership with Women in Trades and Technologies National Network (WITT NN), the Apprentice Training Division of the Nova Scotia Department of Education and Culture, and various regional school boards, Techsploration educates and exposes young women to career opportunities in trade and technology fields.

Techsploration's success did not go unnoticed by Nova Scotia's industrial sector. An impressive 13 trade and technology oriented companies joined the Techsploration Project this year as industry partners. They include Sable Offshore Energy Inc., Pratt and Whitney Canada, Sempra Atlantic Gas, Black and McDonald, StoraEnso, MTT, Sante Fe Drilling Company (Canada) Ltd., MM Industra, Dominion Diving Ltd., ACCENT Engineering Consultants Inc., Cougar Helicopters Inc., Maritimes and Northeast Pipeline, and the Halifax International Airport Authority.

The effectiveness of Techsploration is due in large part to its mentoring component. The program brings 48 young women in Grade 9 together with female role models who have chosen careers in the trade and technology sector. For three months, the students work with their mentors and teachers to research an "in-demand" trade or technology career. Throughout this period, they participate in various workshops that provide valuable hands-on experience in trade and technology related fields. This year's expansion to 13 industry partners has significantly broadened the range of opportunities available to the young women participating in the program.

The College celebrated the program's growth at Techsploration 2000, a two-day event held in April at the NSCC Strait Area Campus.

NSCC *FAST FACT:*
In addition to its 13 campuses, NSCC has five satellite sites located in Amherst, New Glasgow, Windsor, Digby, and Shearwater.


NSCC
NSCC

CollegeWeek

In keeping with our commitment to connect with the many Nova Scotia communities of which it is a part, NSCC held its first-ever College Week from November 15 to 19, 1999. During this five-day period, our 13 campuses opened their doors to the public and invited community members from across the province to learn more about their College. Initially conceived as part of a marketing strategy to increase overall awareness of the College, our inaugural College Week was an undisputed success. However, it was perhaps an even greater success on a less tangible front — relationship-building with individual Nova Scotians. In welcoming thousands of community members to NSCC for the first time, we made significant strides on a very personal level — truly connecting for the first time with many men and women of Nova Scotia in the communities in which they live.

In addition to the connections that we made with Nova Scotian community members, College Week will be remembered for a number of significant announcements:

- The official opening of the ACCET Centre at the Institute of Technology Campus
- The formal announcement that CFI Funding has been awarded to the Annapolis Valley Campus, Centre of Geographic Sciences
- The official opening of the Printing Technology Program at the Halifax Campus
- The formal signing of a partnership agreement at the Akerley Campus between NSCC and several local hotels,
- A dynamic business breakfast event at the Strait Area Campus featuring guest speaker, Larry LeBlanc, General Manager, East Coast Business Unit, PanCanadian Resources.

We are pleased to report that our College Week activities generated significant coverage in both print and electronic media. Given the overwhelmingly positive response from students, staff and the public at large, it should come as no surprise that plans are now underway for our Second Annual College Week in November 2000.

NSCC *FAST FACT:*
Number of employers served by our customized training efforts: 300.

As part of NSCC's staff recognition awards, the President hosts an evening to celebrate those employees who have completed 25 years of service to NSCC and its predecessor institutions. This recognition event offers an opportunity to thank each of these long-standing employees for their commitment and dedication to post-secondary applied education in Nova Scotia. Pictured from left to right (standing): Bill Quinn, Veronica Paris, Harold Wilson, Ray Harris, David Piercey, Beverley Smith, Armand Bourque.; (seated): Patrick Robinson, Gary Copp, Janis Oliver, Sharon Haughn, Todd Larder.

Recognition

Peggy Lee Barkhouse
2000 Recipient of the
Support Staff Excellence Award

The Support Staff Excellence Award recognizes a support staff member annually who displays exceptional commitment and enthusiasm for his/her respective duties in fulfillment of the College's mission. Peers, campus and College administrators select the recipient.

Lynda Rice
2000 Recipient of the
Excellence in Teaching Award

The Excellence in Teaching Award recognizes one faculty member annually who displays qualities of superior teaching enthusiasm and genuine interest in the progress and development of students. The recipient is selected by students, peers and Campus/College Administration.

Kenneth C. Rowe

Elizabeth Cromwell

Jim Eisenhauer

Ann MacLean

Ruth Goldbloom, OC

Ronald Creighton, QC

Sandra Mackey

Dr. Charles Kea

Arthur Theriault

Gwen Phillips

David Keefe

Dr. Sharon Hope

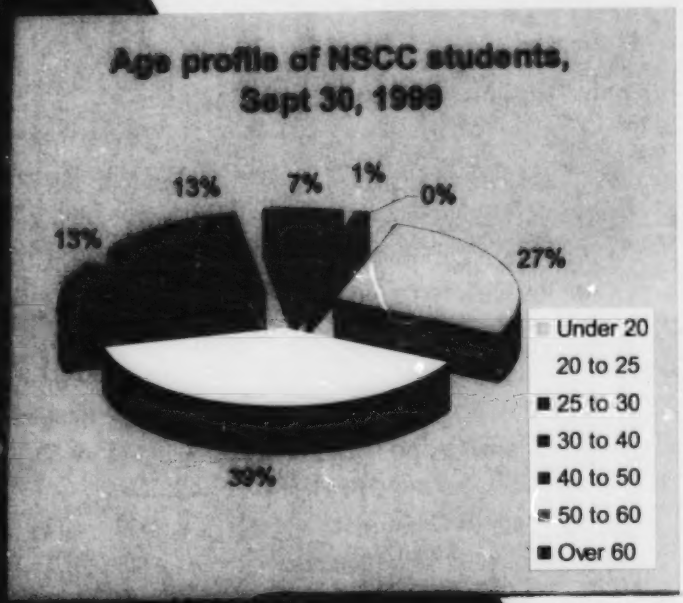
Honourary Diplomas

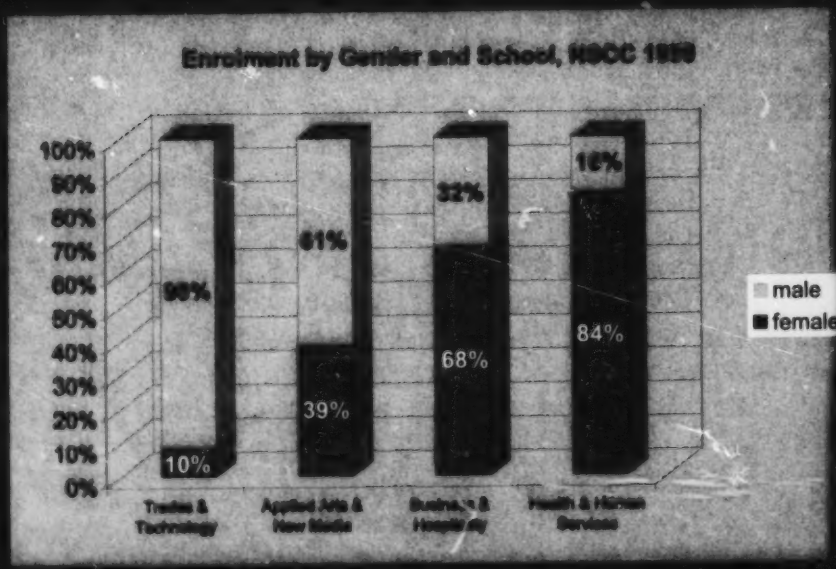
This year, the Board of Governors awarded Honourary Diplomas to 12 distinguished Nova Scotians. As the highest distinction the College can bestow, Honourary Diplomas are granted to exemplary individuals who embody the values espoused by the College. The Board was extremely pleased to grant Honourary Diplomas to the following recipients:

- **Ronald Creighton, QC**: A prominent lawyer and founding member of the Colchester-Truro-Stewiacke Regional Economic Task Force (Awarded at Truro Campus)
- **Elizabeth Cromwell**: Chairperson of the Black Loyalist Heritage Society and a Case Work Supervisor for the Children's Aid Society of Shelburne (Awarded at Shelburne Campus)
- **Jim Eisenhauer**: President of ABCO Industries, Atlantic Canada's largest manufacturer of food processing equipment (Awarded at Lunenburg Campus)
- **Ruth Goldbloom, OC**: Educator, philanthropist and founder of Pier 21 (Awarded at Halifax Campus)
- **Dr. Sharon Hope Irwin**: Executive Director of SpeciaLink – the Canadian Centre for Child Care Inclusion (Awarded at Marconi Campus)
- **Dr. Charles Keating**: Chairman of Altimax Venture Capital Ltd. and former owner of Access Communications (Awarded at Akerley Campus)
- **David Keefe**: Senior employee with the Department of Municipal Affairs and major promoter of College programs (Awarded at Annapolis Valley Campus)
- **Sandra Mackey**: Community leader and member of the NSCC Cumberland Campus Advisory Committee (Awarded at Cumberland Campus)
- **Ann MacLean**: Mayor of New Glasgow and Regional Supervisor for the Department of Health Drug Dependency Program (Awarded at Pictou Campus)
- **Gwen Phillips**: Former Mayor of Wolfville and a former NSCC Governor (Awarded at Kingstec Campus)
- **Kenneth C. Rowe**: Chairman and Chief Executive Officer of I.M.P. Group International Inc. (Awarded at Institute of Technology Campus)
- **Arthur Theriault**: Vice President of A.S. Theriault and Son Ltd. Shipbuilding and Repair (Awarded at Burridge Campus)

NSCC ***FAST FACT:*** Increase in applications from 1998-99: 12.6%

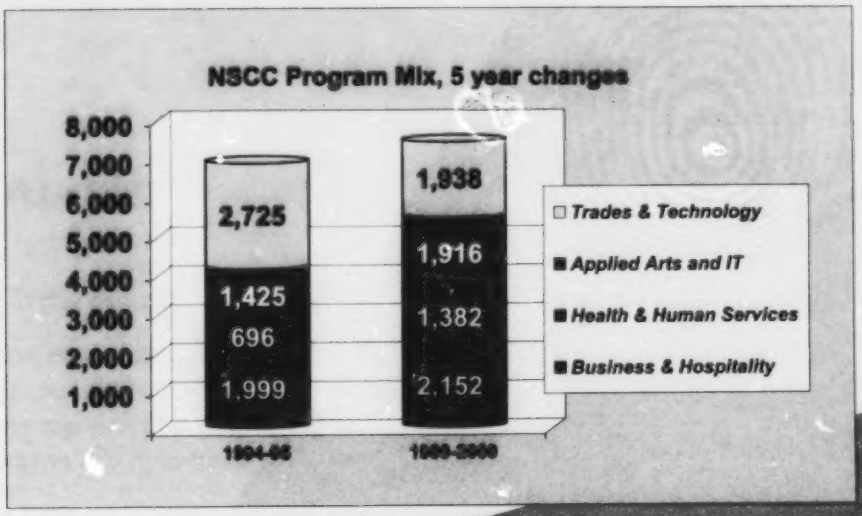
Two-thirds of NSCC students are under 25 years old. NSCC also attracts a significant number of students over 30 (21%). Only a third of students come to NSCC directly from high school. Most students have returned to their studies after being in the workforce for a number of years. Nearly a third of all NSCC students (28%) have completed college and university credits, diplomas and degrees before attending NSCC.





verall, 48% of NSCC students omen. 84 % of students in Healt Human Services programs are omen. Although only 10% of udents in trades and technology ograms are women, we are orking with community groups nd the public school system to omote these programs as viable reer options.

NSCC by the Numbers



The programming mix of the College has changed considerably since the program renewal process was begun in 1994. Over 1400 new seats have been created in Applied Arts & Information Technology, Health & Human Services and Business & Hospitality.

NSCC Fast Facts

Full-time programs: 140

Full-time enrolment: 7,388

Enrolment increase from 1998-99: 11.1%

Employees: 1,200

Annual operating budget (approximate): $90 million.

Auditors' Report

To the Board of Governors of the **Nova Scotia Community College**

We have audited the balance sheet of the **Nova Scotia Community College** as at March 31, 2000 and the statements of financial position, revenue and expenditures, cash flows and statement of changes in net assets for the year then ended. These financial statements are the responsibility of the College's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2000 and the results of its operations and the cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.

Deloitte & Touche LLP
Chartered Accountants

June 16, 2000

Nova Scotia Community College
Statement of Financial Position

as at March 31, 2000

Assets

	2000	1999
Current assets		
Cash	$ 6,921,379	$ 12,887,538
Accounts receivable (Note 3)	7,931,334	8,870,769
Inventory	608,344	465,336
Prepaids	238,628	160,468
	15,699,685	22,384,111
Capital assets (Notes 2 and 4)	3,757,417	4,344,545
Endowment assets (Note 5)	558,280	541,162
	20,015,382	27,269,818

Liabilities

	2000	1999
Current liabilities		
Accounts payable and accrued liabilities	7,702,423	14,378,931
Deferred revenue (Note 6)	1,527,563	2,444,843
Deferred salary	19,446	53,021
College service award (Note 8)	67,326	17,326
	9,316,758	16,894,121
Deferred revenue related to capital assets (Note 7)	2,173,690	2,000,000
	11,490,448	18,894,121
Net assets		
Invested in capital assets (Note 9)	1,583,727	2,344,545
Unrestricted	1,660,004	767,067
Restricted for endowment purposes (Note 5)	558,280	541,162
Restricted for Campus Development (Note 14)	4,722,923	4,722,923
	8,524,934	8,375,697
	$20,015,382	$ 27,269,818

Nova Scotia Community College
Statement of Revenue and Expenditures

Year Ended March 31, 2000

	2000	1999
Revenue		
Province of Nova Scotia (Note 10)	**$50,932,000**	$ 48,232,000
Government of Canada	**6,444,045**	6,859,635
Tuition and fees	**10,542,167**	7,515,242
Customized training	**10,709,702**	8,677,362
Applied Research (Note 11)	**$569,685**	
Amortization of deferred revenue related to capital assets	**1,826,310**	1,333,000
Other (Note 12)	**13,551,996**	8,851,240
	94,575,905	81,468,479
Expenditures		
Salaries and benefits	**57,257,751**	50,064,523
Operating supplies and services	**21,918,572**	19,837,496
Equipment, rentals, other	**6,653,273**	4,446,029
Utilities and maintenance	**5,991,938**	4,845,296
Amortization	**2,622,252**	2,119,505
	94,443,786	81,312,849
Excess of revenue over expenditures	**$ 132,119**	$ 155,630

Nova Scotia Community College
Statement of Changes in Financial Position

Year Ended March 31, 2000

	2000	1999
Net inflow (outflow) of cash related to the following activities:		
Operating		
Excess of revenue over expenditures	**$ 132,119**	$ 155,630
Items not affecting cash		
Amortization of deferred revenue related to capital assets	**(1,826,310)**	(1,333,000)
Amortization	**2,622,252**	2,119,505
	928,061	942,135
Changes in non-cash working capital items (Note 13)	**(6,859,096)**	(3,849,202)
	(5,931,035)	(2,907,067)
Investing		
Purchase of capital assets	**(2,035,124)**	(3,752,912)
Financing		
Deferred revenue related to capital assets	**2,000,000**	2,000,000
Net cash inflow (outflow)	**5,966,159**	(4,659,979)
Cash position, beginning of year	**12,887,538**	17,547,517
Cash position, end of year	**$ 6,921,379**	$ 12,887,538

Nova Scotia Community College
Statement of Changes in Net Assets

Year Ended March 31, 2000

	Invested in		Restricted for Endowment	Restricted for Campus		
Balance, beginning of year	$ 2,344,545	$ 767,067	$ 541,162	$ 4,722,923	$ 8,375,697	$ 8,023,113
Excess (deficiency) of revenue over expenditures	(795,942)	928,061	-	-	132,119	155,630
Investment in capital assets	35,124	(35,124)	-	-	-	-
Endowment contributions and interest	-	-	170,590	-	170,590	247,083
Endowment disbursements	-	-	(153,472)	-	(153,472)	(50,129)
Balance, end of year	$ 1,583,727	$ 1,660,004	$ 558,280	$ 4,722,923	$ 8,524,934	$ 8,375,697

Nova Scotia Community College
Notes to the Financial Statements

Year Ended March 31, 2000

1. OVERVIEW OF OPERATIONS

The Nova Scotia Community College was established as a post-secondary public education corporation under the authority of the Community College Act of Nova Scotia effective April 1, 1996.

The College, with thirteen campuses across the Province, is responsible for enhancing the economic and social well being of Nova Scotia by meeting the occupational training requirements of the population and the labour market.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with generally accepted accounting principles and include the following significant accounting policies:

a) Revenue Recognition

The College follows the deferral method of accounting for revenue. Tuition fees, residence fees and sales are recognized when the services are provided or the goods are sold. Funding for expenditures of future periods are deferred and recognized as revenue in the year in which the related expenditure is incurred. Funding received for capital assets are deferred and recognized as revenue on the same basis as the acquired capital assets are amortized.

b) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on hand and amounts held by financial institutions with maturities of less than 90 days.

c) Capital Assets

Purchased capital assets are recorded at cost. Capital assets are amortized on a straight-line basis over the following estimated useful life:

Computer equipment	3 years
Furniture and equipment	5 years

Land and buildings are owned by the Province and are not reflected in the assets of the College. Improvements made to these buildings are therefore expensed in the year.

On March 31, 1996, the Province transferred title to all computers, furniture, fixtures and equipment contained within the buildings to the College. The assets have not been reflected in the financial statements. The capital policies described have been implemented on a prospective basis, as the information for retroactive treatment is not readily available.

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

d) Contributed Services

The Province provides the College with buildings at thirteen campuses (in excess of two million square feet) and is responsible for the maintenance of the physical plant and building infrastructure, the benefit of which is not reflected in these financial statements.

e) Inventory

Inventory consists of merchandise and supplies held for resale and are valued at the lower of cost and net realizable value. Administrative and program supplies and library periodicals are not inventoried.

3. ACCOUNTS RECEIVABLE

	2000	1999
Customized training/other	$ 4,574,547	$ 4,144,638
Province of Nova Scotia	1,172,660	2,500,000
Tuition fees	616,630	520,911
Harmonized Sales Tax	1,925,521	2,075,855
Allowance for doubtful accounts	(358,024)	(370,635)
	$ 7,931,334	$ 8,870,769

4. CAPITAL ASSETS

	Cost	Accumulated Amortization	Net Book Value 2000	Net Book Value 1999
Computer equipment	$ 5,286,394	$ 4,106,006	$ 1,180,388	$ 2,224,603
Furniture and equipment	4,300,606	1,723,577	2,577,029	2,119,942
	$ 9,587,000	$ 5,829,583	$ 3,757,417	$ 4,344,545

5. ENDOWMENT ASSETS

The balance restricted for endowment purposes represents donations and related interest restricted for scholarships, awards and other specified purposes.

6. DEFERRED REVENUE

Deferred revenue represents the unexpended portion of amounts received for specific purposes and is summarized as follows:

	2000	1999
Apprenticeship	$ 525,000	$ 801,099
Direct purchase option students HRDC	-	780,000
Customized training	845,745	368,453
Student information system development	-	205,065
Co-operative education	-	25,617
Other	156,818	264,609
	$ 1,527,563	$ 2,444,843

7. DEFERRED REVENUE RELATED TO CAPITAL ASSETS

Deferred revenue related to capital assets represents the unamortized portion of funding received from the Province of Nova Scotia for capital asset additions. The changes in the deferred balance are as follows:

	2000	1999
Beginning balance	$ 2,000,000	$ 1,333,000
Contributions received	2,000,000	2,000,000
Amortization of deferred revenue related to capital assets	(1,826,310)	(1,333,000)
Ending balance	$ 2,173,690	$ 2,000,000

8. COLLEGE SERVICE AWARD

As per the new collective agreements, some college employees are eligible for the College Service Award. This award replaces the Public Service Award for these employees. One percent of the employee's pay is contributed to the fund by the College.

9. NET ASSETS INVESTED IN CAPITAL ASSETS

	2000	1999
Capital assets, net	$ 3,757,417	$ 4,344,545
Deferred revenue related to capital assets	(2,173,690)	(2,000,000)
	$ 1,583,727	$ 2,344,545

10. REVENUE - PROVINCE OF NOVA SCOTIA

	2000	1999
Funding received	$52,932,000	$ 50,232,000
Portion related to capital assets	(2,000,000)	(2,000,000)
	$50,932,000	$ 48,232,000

11. APPLIED RESEARCH

In 1999 the College was awarded funding from the Canadian Foundation for Innovation to undertake applied research in the area of marine geographics.

12. OTHER REVENUE

	2000	1999
Other revenue is summarized as follows:		
Bookstore revenue	$ 3,366,128	$ 2,639,674
Food sales	1,342,341	1,237,267
Apprenticeship/Shop	1,899,644	1,141,951
Interest	853,215	882,522
Recoveries	2,502,606	1,493,720
Lodging, rent and miscellaneous	3,588,062	1,456,106
	$13,551,996	$ 8,851,240

13. CHANGES IN NON-CASH WORKING CAPITAL

	2000	1999
(Decrease) increase in accounts receivable	$ 939,435	$ (4,486,187)
Increase in inventory	(143,008)	(22,712)
Increase in prepaids	(78,160)	(150,776)
Decrease in accounts payable	(6,676,508)	(402,107)
(Decrease) increase in deferred revenue	(917,280)	1,186,578
(Decrease) increase in deferred salary	(33,575)	8,676
Increase in College Service Award	50,000	17,326
	$ (6,859,096)	$ (3,849,202)

14. RESTRICTED FOR COLLEGE DEVELOPMENT

These funds have been internally restricted to ensure that the funds are used solely for college development projects.

15. COMMITMENTS

The College is committed to the following lease and maintenance agreement payments over the next four years:

2001	2002	2003	2004
$591,923	$201,849	$56,406	$11,957

16. COMPARATIVE FIGURES

Certain of the March 31, 1999 comparative figures have been reclassified to conform to the current year financial statement presentation.

Board of Governors

Carol Snider, Chair, Board of Governors
Senior Vice President, Bank of Montreal

Jean Brittain, Entrepreneur
Kim Bourne, Student, NSCC
Ed Cayer, Vice President, Ocean Produce International
Stephen Cottreau, Student, NSCC
Greg Fevens, Student Services Officer, NSCC
Anna Gillis, Faculty Member, NSCC
Howard Harawitz, President, Exit 0 Digital Systems, Inc.
Ray Ivany, President, NSCC
Brian MacLeod, President, MacLeod Group Inc.
Mary Dee MacPherson, Mayor, Springhill
Richard G. McKay, President & CEO, Trenton Works Ltd.
W. Leslie Single, Past President & CEO, Crossley Carpet Mills Ltd.
Vivian Thomas, Director of Programs, Community YMCA
Marjorie Thompson, Staff, NSCC
Debora Walsh, Manager East Coast, Canadian Association of Petroleum Producers